



## STATE OF MONTANA DEPARTMENT OF REVENUE JOB PROFILE

**Working Title**  
Senior Project Manager

**Job Code Title**  
Computer Applications Engineer

**Pay Band**  
7

**Job Code Number**  
151337

**Information Technology and Processing Division**  
Administrative Team

**Fair Labor Standards Act**  
Exempt

The Montana Department of Revenue administers more than 30 state taxes and fees; establishes values for taxable property, including agricultural land, residential real estate, commercial real estate, forest land, business equipment, railroads and public utilities; supervises the operation of the state agency liquor stores and administers the laws governing the sale, taxation, and licensing of alcoholic beverages and tobacco products; returns unclaimed property to its rightful owners; and determines how state taxes and liquor and tobacco laws apply to Indian Tribes and tribal members in Indian Country.

The Information Technology and Processing Division (ITPRO) serves as the operational foundation for the department's business units. Through secure, up-to-date computing and processing environments the division's Information and Technology Services Bureau (IT) and Processing and Retention Operations Bureau (PRO) contribute to the department's overall efficiency in document and payment processing while ensuring confidentiality, integrity, and availability of taxpayer data, whether in paper or electronic form. In providing these services, the division enables the department to meet its business objectives and facilitates its mission to serve the citizens of Montana. The division also includes the Administrative Team.

### **Job Responsibilities**

The Senior Project Manager is responsible for assisting the Administrator of ITPRO and Deputy Director in ensuring the success in meeting department objectives and implementing successful business process change. The incumbent has department-wide responsibility for improving the division's varied business processes through greater use of technology; providing strategic management of the department's projects, providing vision and direction for technology and business process change, and directing and coordinating key department projects. Projects are often multi-year efforts and may include the implementation of complex tax systems, re-organization of resources, and significant change to the day-to-day operations of the department. This position works with upper management to define project and program goals and establish the methods of accomplishing objectives as well as defining timelines, constraints and solutions. The project manager may directly or indirectly supervise department staff and independent contractors.

#### • **Project Portfolio Management 40%**

1. Responsible for oversight of all department projects; working with department leadership to ensure that the overall strategic goals of the department are achieved through the successful completion of the required projects.
2. Researches potential projects. Assesses projects using standardized methods to ensure leadership has appropriate information and recommendations for project approval and change decisions.

3. Gathers regular status, issues, and risks in order to evaluate project health and works with department staff to resolve project issues.
4. Gathers resource capacity and utilization information in order to effectively and efficiently use department staff, budget, and physical resources in pursuit of project and department goals.
5. Monitors overall project portfolio for status and progress. Uses research and analysis to respond to issues and recommends corrective actions to department leadership as needed.
6. Makes recommendations regarding project and program staffing based on analysis of project portfolio, project status, strategic direction, and future vision
7. Mentors staff on project management best practices and the Project Management Body of Knowledge (PMBOK) standards. Provides formal and informal training on principles of project to department in order to develop department competency in key project management principles.

- **Project Management 30%**

1. Manages the project lifecycle to ensure adherence to budget, schedule, and scope while meeting the project objectives. Performs key activities during all projects phases including project chartering, adequate planning, monitoring execution, managing project change, and successful project closure. Coordinates project team efforts to ensure successful project outcomes. Teams vary in size from several members no members outside the incumbent depending on the project.
2. Reduces project risk with risk management activities, including development of project schedules, risk analysis, project status monitoring, communication planning, project team development, budget monitoring, creating key project documents, quality assurance planning, and proactive issue resolution.
3. Ensures project goals are met by evaluating stakeholder expectations, working with project sponsor, documenting identified department goals, championing project goals, monitoring project change that impacts objectives, and continually working with ever changing stakeholders and project environment to maximize the project benefit and alignment with department mission.
4. Provides regular project feedback as needed throughout the project life cycle to involved parties, such as department management, team members, advisory committee members, legislators, and Department of Administration Project Management Officer (PMO).
5. Represents the project team to department management, external agencies, vendors, and other stakeholders as requested by management. Performs as team leader and manager on projects with dedicated staff. Provides tactical and strategic direction as needed to team members based on project activities, objectives and priorities.
6. Facilitates project closure activities, including formal acceptance of deliverables, documentation of lessons learned, preservation of project documents, and administrative and financial closure of contracts and budget. Ensures project closure activities adhere to legal requirements.
7. Prepares and conducts performance appraisals as needed for all staff supervised.

- **Change Management 25%**

1. Plays a key role in managing change that occurs within the department. Works with leadership and staff to evaluate, direct, manage, and complete change in order to ensure that the department remains as efficient as possible in the ever changing environment of technology, changing legal requirements, and modern business practices.
2. Assists in developing a vision for future technology implementations within the department. Remains up to date on current technology and business practices that might benefit the operations of the department.
3. Facilitates business process and technology changes by providing change management plans, communications, and monitoring change processes
4. Works with department leadership to identify key changes required in order to meet key strategic and technological endeavors
5. Implements process improvement methodology in order to develop a culture of continual improvement

- **Other Duties as Assigned 5%**

1. Performs other duties as assigned by the supervisor.

### **Job Requirements**

To perform successfully as a senior project manager, the incumbent must be self-motivated; possess a strong work ethic; maintain a positive attitude; and enjoy working with, and for, the public. Strong communication skills and the ability to communicate effectively and respectfully are required. It is essential that the incumbent has the ability to communicate with a wide variety of customers verbally and in writing. Skills in critical thinking, operations analysis, systems analysis and technology design are required. Incumbent is required to resolve complex information systems problems and make sound decisions. The incumbent is required to analyze complex issues; identify others' underlying concerns and motives; deal with controversy and hostility in a professional and objective manner; establish effective relationships with others; and work effectively under pressure. Seasoned judgment in decision making is necessary since the work is performed with minimal guidance and within broad guidelines. It is essential that the incumbent has the ability to work independently but also as part of a team; maintain a high performance team, and make sound decisions and be accountable for them. The incumbent is expected to be a problem solver with the ability to identify and resolve tactical and strategic issues before they become problematic; resolve operational issues; elevate matters as necessary; recommend solutions; and effectively implement division changes and management directives. This position works with highly confidential financial and tax information and is required to maintain the highest level of confidentiality regarding all information acquired or used in performing this job.

This position requires knowledge of computers and electronics; project management; research practices; quality measurement and control; and established project management framework such as the Project Management Body of Knowledge (PMBOK); database management including state and department information systems (GenTax, TAP, ORION, SABHRS); and data collection, analysis, and reporting techniques. General management practices including strategic planning; principles and methods of work planning; performance management including setting goals, objectives, and measures; operational and program planning; quality assurance methods; organizational development; governmental organizational structure; accounting and budgeting; contract solicitation and monitoring; customer service standards; business communications; records management; agency policies, procedures, and guidelines; and supervisory principles and practices are required.

- The minimum level of education and job-related work experience needed as a new employee **on the first day** of work is a bachelor's degree in software engineering, computer information systems or computer science, or in a business area such as finance or business administration with a concentration in information systems and five years of job-related work experience.
  - Work experience should be made up of leadership positions and technical project and program management.
  - Formal training in project management such as the Project Management Institute's training is required. Certification as a Project Management Professional is preferred.
  - Other combinations of education and experience will be evaluated on an individual basis.

### **Department Core Values**

- **Respect:** As a representative of the people of Montana, proceeds with the highest level of respect for the dignity of every person contacted through work. Without exception, all people are treated as equally as possible. The employee is a faithful steward of the resources provided to this agency by the citizens of Montana.
- **Integrity:** Conducts work honestly and makes decisions that establish a clear record that the department serves the public with integrity. Apologizes for mistakes and gives credit to others for their cooperation, work, and ideas in achieving positive results. Accountable for their actions and holds others accountable for theirs. Decisions and judgments achieve equity and justice for all parties involved including citizens and co-workers.

- **Productivity:** Consistently strives to minimize the waste of the department's financial, facilities and human resources. Diligently works to improve the productivity and effectiveness of the work unit. Welcomes and encourages new ideas on improving the results of the department from the public, other officials, colleagues and supervisors. Approaches work in a manner that builds goodwill, trust, and cooperation internally with other staff and externally with the public.
- **Teamwork:** Maximizes cooperation and teamwork when working with other employees, divisions and other state agencies. Willing to work with others for the opportunity to learn from their ideas, talents and knowledge. Seeks to resolve conflicts with other employees and work units in an open and respectful manner that reinforces teamwork. Celebrates the successes of others.

### **Working Conditions**

This position has considerable mental stress and pressure due to workload; conflicting, multiple priorities; critical projects with inflexible deadlines and short timelines; significance of decisions made; the challenging nature of contacts with the public; and coordination of all functions of the unit. Situations encountered may be high pressure, with conflicting viewpoints that must be reconciled. At times, the incumbent will deal with angry, hostile, and difficult individuals to resolve concerns or to bring about compliance. This may cause stressful work conditions and a high degree of mental stress. As a Department of Revenue employee, the incumbent may come into contact with highly confidential financial and tax information and is required to maintain the highest level of confidentiality regarding all information acquired or used in performing this job. Work hours may exceed 40 hours per week from time to time. Considerable time is spent on the phone and at a computer terminal. Lifting is infrequent, less than 15 pounds and includes carrying light items such as papers and books. This job requires regular attendance as scheduled by the supervisor. This job cannot be performed at an alternate work site.

### **Special requirements**

- **Background Examination:** Applicants for this position will be subject to a criminal background review before being considered for employment. Individual circumstances involving a criminal conviction will be reviewed to determine an applicant's eligibility for employment.
- **Compliance with All Appropriate Montana Tax Laws:** An employee's tax status must be current.

**This job profile was produced by the Office of Human Resources in conjunction with the appropriate managers.**

**Division Administrator Review:** The statements in this job profile are accurate and complete.

Signature: Margaret Kauska, Division Administrator Date: February 2012

**Human Resource Director Review:** The Office of Human Resources has reviewed this job profile.

Signature: JeanAnn Scheuer, Human Resources Director Date: February 2012

**Employee:** My signature below indicates I have read this job profile and discussed it with my supervisor.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Name (print): \_\_\_\_\_